

ER

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Training and Education  
1026 C of C

EXTENSION

NO.

DATE

20 August 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Some ideas from an OTE Staff Member on executive development for Mid-Careerists.

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MEMORANDUM FOR: Director, Training and Education

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FROM: SUBJECT: PROPOSAL FOR A PROGRAM OF EXECUTIVE  
DEVELOPMENT FOR SELECTED GS-14s

## GENERAL OUTLINE AND CONCEPTS

The proposed Program for Executive Development for selected GS-14s (ED/14) would run for 4 months, and include:

- (1) Three weeks of fulltime seminars;
- (2) Three months of special assignment to Agency executives and managers (e.g., as DDI "gatekeeper," assistant to OTE's ADC, working a project for the IG or for OP);
- (3) Throughout the above period, a series of "Thursday" luncheon seminars, with guest speakers or committee reports by ED/14 participants.
- (4) A post-program once-a-month ("Third Thursday") luncheon seminar; again a mixture of guest speakers and reports by participants

The purpose of the proposed ED/14 Program is to prepare outstanding mid-level officers for impending management and executive roles, by getting them to address systematically the Agency's identifiable recurring Problems, Challenges, and Opportunities (PCOs), with which they will soon be joined in battle. For the Agency to strive toward Excellence, these PCOs (e.g., Congressional relations; integrity; creativity and risktaking; effective policy support; hiring, motivating, and training for Excellence) need to be defined more clearly. Moreover, the alternatives (both those now in and out of favor) must be subject to cost-benefit analysis.

The central concept of the ED/14 Program is that the participants collectively have more wisdom and experience to bring to bear on these PCOs than any feasible collection of instructors and guest speakers. ED/14 will be designed to stimulate the participants to get at the roots of these PCOs and to rank order alternatives for addressing them more effectively.

The payoff for the Agency (for this considerable investment of the time of its most promising GS-14s) will be a cadre of future executives and managers ready to implement programs for excellence -- rather than snicker at them. The Agency's outstanding GS-14s will have been bonded with their peers throughout the organization. They will have the confidence borne of serious, open examination of the PCOs. They will have had exposure to the real world of Agency leaders. Both their desire and readiness to make CIA a more effective organization will have been stimulated.

#### SPECIFIC ASSUMPTIONS AND PROPOSALS REGARDING ED/14

1. The ED/14 Program should be restricted to outstanding officers with high potential for advancement to executive positions. Each course should be restricted to 12-15 participants, with no more than 2 offerings per year. There should soon be a "waiting list."

2. This will be a high-exposure program for OTE: Success will substantially enhance the Office's reputation for making a difference to the Agency's quest for Excellence; failure will be painful.

3. High-exposure OTE programs should be:

(a) Unique. Programs not elsewhere available in terms of sensitivity to the Agency's environment, values, and priorities. Theories, generic skills, and useful information must be harnessed to the Agency's PCOs -- not vice versa.

(b) High Impact. The sponsoring Offices and Directorates should see an immediate difference in the approach, thoughtfulness, and purposefulness of ED/14 graduates. The program must prepare them to "make a difference."

4. CIA's outstanding GS-14s do not need training in the conventional sense. Instead, they must be stimulated to apply their already considerable wisdom and experience to the PCOs that regularly engage Agency executives and managers.

5. Put another way, outstanding GS-14s generally manage to teach themselves what they need for short-term success. What they need is exposure to the character and demands of the PCOs not yet on their plates.

from ED/14

## PROGRAM OUTLINE

STAT 1. 3 to 5 days on self, organizational values, power, and leadership, making tough choices, implementing change. This section should be conducted by  in order to challenge and change even those participants who already have had POCM and similar exposures.

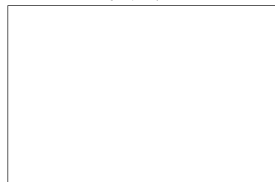
2. 3 to 5 days on identifying problems, setting up task groups, outlining plans of attack. If you cannot find anyone better, I will conduct this segment.

3. 3-month special assignment i<sup>n</sup> a management or executive environment. Placement possibilities include: assistant to Gates; assistant to Boatner for a planning, management or resource project; assignment to PES for a special review; ditto to SRG; assignment to OTE to work on curriculum development or on a special course; assignment to work with an IG team; placement in OP to study recruitment; work with the Comptroller or with Legislative Liaison; special project for the DDCI or the Executive Director regarding one of the PCOs; assignment to the NSC or a policy agency.

4. Thursday Seminars are for guest speakers (Agency and non-CIA) relating to PCOs, for committee reports by participants; and for short versions of selected OTE courses (e.g., P-C, ISF).

5. A final full-time one-week seminar should include final preparation of reports on PCOs, discussion of reports by all ED/14 participants, discussion of reports with Agency leaders. D/TE should conduct this segment.

6. The post-program once-per-month Seminar luncheons are to maintain the identity and purposefulness of the graduates, to get them to table new insights, and to continue to stimulate their thinking through high-power guest speakers.



15 August 1985